

THE GEORGE WASHINGTON UNIVERSITY

8 May, 1953

THE EXECUTIVE DEVELOPMENT POTENTIAL
IN
NAVY FIELD COMMANDS

by

LCDR. JACK L. GRAHAM, SC, USN

TERM PAPER

FOR

THE NAVY GRADUATE COMPTROLLERSHIP COURSE

THE UNIVERSITY OF CHICAGO PRESS

1921, Vol. 2

THE UNIVERSITY OF CHICAGO PRESS

II

THE UNIVERSITY OF CHICAGO PRESS

III

THE UNIVERSITY OF CHICAGO PRESS

THE UNIVERSITY OF CHICAGO PRESS

IV

THE UNIVERSITY OF CHICAGO PRESS

TABLE OF CONTENTS

CHAPTER	Page
I. INTRODUCTION	1
Background and need; comparison of Navy executive and his civilian counterpart; executive develop- ment advantages and opportunities inherent in U.S. Navy career	
II. HIGHLIGHTS OF PROGRESS TO DATE	11
Some aspects of programs used successfully in private industry; are they susceptible to Navy adaptation?	
III. GUIDELINES AND OBJECTIVES	15
Specific 'Do's' and 'Don'ts' for Navy field commands	
IV. CONCLUSIONS	21
An appraisal of the prospects	
BIBLIOGRAPHY	24

TABLE OF CONTENTS

Page	Chapter
1	I. INTRODUCTION
15	II. SIGNIFICANCE OF PROBLEMS TO HAVE
15	III. SIGNIFICANCE AND OBJECTIVES
15	IV. CONCLUSIONS
15	V. SUMMARY

CHAPTER 1

INTRODUCTION

The quality of the future executives of the U.S. Navy depends upon many complex factors, not all of which are within the control of the individual field command. For example, the quality of naval management some thirty or forty years hence is greatly influenced by present day compensation, promotion opportunities, retirement privileges, fringe benefit policies and other such career inducements. Since the military must compete with private industry for executive talent all high calibre young men can not be expected to be motivated entirely by patriotism; especially so when the choice of career alternatives involves on one hand frequent and prolonged separations from family, constant readiness to go to any state in the United States and to almost any country in the world on short notice; availability for twenty four hour-a-day, seven days-a-week types of duty and a relatively more hazardous life. When this is coupled with short sighted, vacillating or un-realistic pay scales and limited advancement opportunities, one can well imagine that the quality of our future naval executives could adversely suffer or deteriorate since we largely depend on the kind of potential executives we are now able to attract for the long term future. These are the ones who must be groomed for the future, and it is well recognized that we must have acorns from which to grow oaks; with splinter material we can at best hope for only a poor veneer!

INTRODUCTION

The quality of the work done by the U.S. Navy depends upon many complex factors, not all of which are within the control of the individual itself. For example, the quality of naval management some thirty or forty years hence is mostly influenced by present day organization, promotion opportunities, retirement privileges, fringe benefits policies and other such career inducements. Since the military must compete with private industry for executive talent and high calibre work men can not be expected to be motivated entirely by patriotism, especially so when the desire of career advancement involves a hard struggle and prolonged separations from family, community and friends to go to any place in the United States and to least any country in the world on short notice; establishing for twenty four hours a day, seven days-a-week hours of duty and a relatively more hazardous life. From this it is evident that naval leadership, resulting in successful war action and strategy, evenness of opportunities, one can well imagine that the quality of future naval executives could seriously suffer as a result of those who largely depend on the kind of personal advancement in the navy to advance for the long term future. There are two other things that must be considered for the future, and it is well recognized that we must have leaders from which to grow our own leaders without neglecting to care as best we can for our own people!

However since this is a matter beyond our control as naval officers and from which we are prohibited by law to discuss with those responsible or able to help remedy, we will ignore this phase despite it's importance as a fundamental part of all successful long term executive development programs in private industry.

Rather, we will limit this discussion to the development of the executives we now have and those we actually receive, hoping always that the latter will continue to be of the high tradition of the past, economic considerations notwithstanding.

The years ahead appear to be years of change for the naval officer, especially so for those in top-management command billets. Enigmatic problems will most certainly confront the naval field commanders in their capacity as executives of major business activities; they will be enmeshed in many widely-divergent concerns - personnel management, financial policy, programming and scheduling, internal control and organization to cite only a few. In the field of personnel management alone, the current state of flux demands a most objective and searching appraisal of existing command policies and activities, including problem aspects of training, productivity, education, morale, utilization and numerous others affecting enlisted men, civilians and officers. Day-to-day and long range problems will so shade and fuse one into the other that many commands will seemingly be meeting their developmental and practical operating obligations at one and the same time.

On one day the difficulty may involve a determination of

However since this is a matter beyond our control as
my officers and their staffs are prohibited by law to discuss
the same responsible on side to help remedy, we will ignore this
case despite its importance as a fundamental part of all economic
and long term executive development programs in private industry.
Further, we will limit this discussion to the development
of the executive we now have and those we actually require, including
those that the latter will continue to be of the high position
of the past, economic considerations notwithstanding.
The present should report to be years of change for the
naval officer, especially as far as in development and
and alike. Economic problems will most certainly continue
the naval field commanders in their capacity as executives of
prior business activities they will be engaged in any way.
Economic concerns - personnel management, financial policy,
organization and structure, internal control and organization
is also only a few. In the field of personnel management alone,
the current state of that demands a more objective and scientific
approach of selection, training, promotion and evaluation, including
proper aspects of training, productivity, research, health,
utilization and numerous others allowing selected men, efficient
and efficient. Day-to-day and long range problems will no doubt
and time and into the other that many concerns will remain
a meeting that development and practical operating situations
it can and will remain.

On this day the military was involved in a demonstration of

the value of a specific civilian personnel function or perhaps costing personnel and thus committing the command to a firm maximum personnel budget; on another day it is solving a military personnel motivation problem that is adversely affecting productivity; or again the issue might be the necessity of eliciting higher command support, financial as well as policy, for your own executive development (training) needs for supervisors, petty and junior officers.

It is probable that naval management and private industry management are both somewhat short of being truly professions in the strict sense of law or medicine or the clergy; however in many ways the navy manager appears to the writer to be closer to it simply because most top-executives of business are primarily known for specialties; they are, by their own admission and pride, considered by associates and respected for their reputation as a public relations man, a personnel man, an engineer, a production man, a sales or marketing expert, a research or design man, accountant, finance man, etc. These usually were the special fields from which they rose to the top-management level and in which they spent almost their entire career until arriving at the management rung.

Even though their on-the-job-experience and training in their particular special field may have been preceded by formal academic business administration training at the college graduate level, as is the case of most young executives to-day being hired, their on-the-job work and training remains largely in a specific

the value of a specific physical measurement from that of average
actual measurement and thus establishing the standard for a five year
the physical content of evidence but it is subject to a variety
of physical measurement systems that is inherently allowing for
differences or errors in the light of the possibility of errors
which cannot be entirely eliminated as well as policy for
the scientific development (which) needs for investigation, tests
and future objectives.

It is possible that novel management and resource industry
management and other business sectors of future growth conditions in
the strict sense of law or regulation on the other, however in many
ways the very nature of the system to the extent to be clear to it
might be more or less representative of business and industry
even for specialists. They are, by their own admission and words,
considered by specialists and recognized for their reputation as
a public relations man, a professional man, an engineer, a politician
and a man of scientific spirit, a person of business man, a person-
and, finally, and, these people were the central figure
from which they took the development level that in their
view about almost their entire career will continue to be seen
throughout their lives.

They have their own development and training in
their particular special fields and have been prepared to handle
various business and industrial functions of the various products
level, as in the case of most other countries in which they lived,
their own people and their own people in a specific

department, division or in some single exclusive field or function rather than in the broad field of 'managing' men.

Not so in the Navy; and accordingly we have a unique advantage in becoming adept as genuine professional administrators or managers-executives due to our tremendously diversified duties, automatic and frequent rotations in significantly responsible command assignments, widely varying roles as direct supervisors of all manner of operating and staff enterprises, etc. And what is important is the fact that these varied and heavy responsibilities are placed on all officers throughout their career; they begin the day an Ensign is commissioned and merely increase as rank is earned.

Who can name any private industry where the normal policy is to take any one of their newly acquired young men, add but three to six months training to the four year college course the man presents, and then put him in complete and independent command of a plant or operation worth a million dollars and full responsibility for all personnel assigned? Or perhaps give him a personal checking account of a half million dollars in cash with further authority to additional unlimited amounts to be requested at will from the company treasurer with no signature required but his own? Preposterous you say! True, but it happens as a routine to naval officers being assigned command of a giant transport airplane, a large landing craft or other vessel or ship all valued at the figures given; or to the young disbursing officer taking over his first assignment on a carrier or at any good sized naval command. Naval 'managers' learn early that

[illegible]

they stand or fall on their own abilities as executives in the most varied of business roles imaginable - and that sooner or later, they'll get them all!

There is then, one quality that must be held in common by all naval officers - by the Overhaul and Repair Officer, by the Supply and Fiscal Officer, by the Operations Officer, by the Public Works Officer, by the Communications Officer, the Planning Officer or the Executive Officer, and certainly most of all by the Commanding Officer. All must be highly capable administrators and managers of men and materials and dollars; some sooner than others, or to a greater degree perhaps, but this executive-administrative skill must be held in common in large measure by all officers in the United States Navy, regardless of rank, corps or present billet. As a matter of fact, the requirement seems to increase geometrically with higher rank and greater commands!

Each of us must learn to think and to act like the managers of men and great enterprises which we are; we need to learn how to spot the right solution or answer among alternatives suggested or recommended; or better yet, to come-up with some ideas of our own. Each one of us will find sooner or later that our own decision to pursue one course over another, whether a decision of personnel discipline or station maintenance, may well mean our doom if the decision is made on wishful thinking rather than facts well chosen and analyzed. We cannot depend on chance training for this tremendous and inevitable task of being skilled all-around managers; rather let us steer a set course to the port we seek!

...stand on their own initiative as individuals in the past
...of business policy... and that sooner or later,
...will not be all
...There is much, you would think, to be said in common
...All naval officers - by the General and Naval Officer, by
...in supply and other officers, by the General Officer, by the
...other officers, by the General Officer, the Principal
...officer of the Executive Officer, and certainly not of all by
...the Committee Officer. It may be right to say that the
...and managers of our and various and others; some know that
...above, it is a matter of course, but with executive and
...Executive Officer must be held in common in large measure by all
...Officers in the United States Navy, regardless of rank, grade or
...Executive Officer. As a matter of fact, the two highest grades in
...Executive Officer, and other officers, and other officers.
...Each of these have to look and to act like the others
...of our and great importance which we have to face
...how to meet the time which we must meet in common
...suggested or recommended; we better not, to discuss with some
...Issues of our own, and we at all times know of each other
...our own position to others and know what others, and
...function of government discipline or other matters, and well
...can see that if the position is such as to require action
...then facts will show and manifest as events which in common
...regarding the fact that the position and interests of each officer
...all-around manner, and in the event of a crisis to be met

Let us capitalize on our presently available unique career advantages in the way of becoming skilled executives; through our varied duties as sub-ordinate executives in our many specialized fields we can daily get a wide view of the entire command function; we can see how other capable executives establish policy and make sound decisions. Remember that we are fortunate in being in an 'executive' atmosphere throughout our naval life; our ward-room mates are other executives, each like us in a specialized task for a limited time only, and from them we can receive assistance, guidance and exchange of professional experience relating to effective, successful management through our association.

And then let us augment this un-recognized, un-planned and usually unconscious 'center-core' or 'main-line' method noted above, by a vigorous and enlightened program of planned executive development patterned along the well proven and tested lines presently available which are discussed in detail in Chapters Two, Three and Four following.

Anyone who has experienced duty in the various bureaus of the Navy Department, especially in any of the officer detail (assignment) sections, has often heard a familiar plaint: "Brown was a fire-ball as an Ensign; what happened to him between ensign and commander? Look at this adverse fitness report submitted on him in his first tour as a commanding officer." Or perhaps you've heard another typical wonderment: "What's the matter with Commander Smith? He's done fine as the number two man in several commands and now in his first command of his own, a fine shore station, the Commandant (or Bureau chief) is requesting his immediate relief

due to unsatisfactory performance?" One answer is obvious; neither of these two officers probably ever had been the top executive himself; each had always been carrying out someone else's ideas, policies and decisions. And they never experienced any genuine executive development themselves; in short, they lacked the all-around executive training that is one primary essential for the exercise of successful, effective command - an essential surely as important as any of the technical operating skills.

Conceivably, there might be some field commands where all the presently attached officers and supervisors are so well developed and thoroughly trained that any organized program for further executive growth would be superfluous. There are numerous ways to find out whether such a program is actually needed by any specific command; perhaps the best method is the one so often used by private industry - the so-called management inventory.

Take a copy of your latest roster of officers or your most current register of civilian supervisors and carefully evaluate the number two, three and four men all along the line, regardless of position currently held; consider each in the light of their capacity to take over the next higher or highest spot in the command you now have as well as similar billets or commands for which you know they ought to be qualified by virtue of rank, age, seniority or eligibility. Consider them for moving up the executive (or supervisory) ladder to the top-management level; do you honestly consider them all fully qualified, technically and professionally. If not, do you feel that you as the present top executive have any responsibility for necessary training.

present for results have up responsibility for management training
 school and professionally. It only do you feel that you as the
 level do you really consider that all truly needed, both
 up the executive (or supervisory) ladder in the far-southern
 road, now, emphasis on individual. Doubtless then for people
 enough for which you have that ought to be justified by value of
 in the demand you are have as well as similar little at some
 or least generally be taken over the most object of interest work
 method of position generally well; consider each in the time
 onto the money can, that the two are all along the line, you
 most current register of official responsibility and generally even-
 take a copy of your latest report of officers on your
 used by various industry - the so-called management consultancy.
 scientific or kind; perhaps the best advice is to use the other
 way to find out whether such a system is actually needed by you
 further executive growth would be responsibility. There are numerous
 involved and eventually finding that any organized system for
 all the presently sponsored officers and executives who are well
 responsibility, there might be some valid documents where
 is important as any of the technical operating skills.

Have you earnestly done all within your power and authority to provide means for their growth and training? Or have you ever even considered that this was one of your command duties; have you been at all short-sighted, selfish or perhaps very slightly un-patriotic by rationalizing that 'my tour here is only eighteen months - I'll be gone before any crisis arises and after I'm detached any shortage of executive ability will be someone else's problem. What's here now is good enough for the rest of my tour, and besides, my tour will look better on the record if my successors run into some problems'.

The Navy as a whole is no better than the sum of its individual commands; and a Navy without a reserve of executives in training, men qualified or qualifying as fast and as well as humanely possible for the exercise of the most competent command, is a Navy of retrogression. Competent command obviously means command based on sound professional training for executive duties, utilizing all available training techniques and methods - on-the-job, conference, lecture, rotation, role-playing, home study, night school, industrial visitations, and of course, full exploitation of opportunities for formal academic instruction whether at civilian colleges and universities or Navy conducted and sponsored.

A war period does not provide time for recouping lost opportunities; expansion of fleets, shore activities and other commands will then demand an insatiable supply of commanding officers and other executives; and it might have to then be met by a sub-standard quality of men, men who had been given neither the training nor the stimulus the Navy could have had ample time

Have you seriously done all within your power and ability to provide means for their growth and training? If you have not even considered that this was one of your primary duties, have you been at all short-sighted, selfish or otherwise very slightly co-operative by rationalization that 'my work is only within bounds - I'll do more before my duties expire and after I've finished any amount of voluntary service will be welcome time's service. And I have now in good enough for the rest of my term, and besides, my duty will look better on the record if my voluntary work has some results'.

The way as a whole is an excellent one and of the individual elements; and a very slight reserve of energy in training, and qualified to qualify as well as well as to be trained for his service of the world community, is a duty of responsibility. Unpleasant, however, entirely within command based on sound professional training for executive duties, obtaining all available training facilities and services - on the job, conference, lecture, writing, radio-reading, hand work, night school, industrial visitation, and of course, full utilization of opportunities for formal academic instruction should at various colleges and universities of any country and country.

A very good idea not provided was for providing the opportunities; organized at home, these activities and other measures will more than make up for the lack of opportunity and other measures and it will have to be done by a substantial majority of men, and the best thing they can do to improve the standards we have could have and make time

for had the need but been recognized and available energies channelled into the proper areas. Every new station , every expansion within a command, each new ship or staff activated, is in essence a new demand for sound executive development.

Each field command might well prepare a relief chart, showing for each executive and supervisory position the name of an individual currently in the command which the commanding officer considers fully qualified and whom he would be pleased to accept as a relief for the incumbent officer or civilian. The preparation and acceptance of such a chart is probably the truest criterion of whether a local executive development program is needed at any particular command and whether executive growth opportunities are being recognized and capitalized upon by the command.

Unfortunately a good many senior officers and commanders will humor themselves with a very soothing alibi: "Why I've long since judged and evaluated the management material in my command! I haven't got any material - I've been trying for months to obtain a suitable relief for my operations officer (or communicator or production officer or controller or field supervisor etc.) but the bureau tells me no one is available!" But have they seriously tried to use the training and development skills and opportunities that were available to them as field commanders of major units? Have they initiated anything more than a token training program; assigned sufficient responsibility to provide incentives for full development? have they ensured real job rotation, qualified class

room instruction, case problem studies, professional books and reading materials, guest speakers on management and administration principles and practices currently being used in comparable private industry or other military commands? Have they faithfully utilized their own qualified senior officer and civilian executives to teach those others who needed further maturing and example? Those who think that someone else will always look after these top executive responsibilities ought to invariably be blessed (or saddled!) with their untrained men as major assistants in their subsequent tours but such is not always the case unfortunately.

The automatic job-rotation and bureau level training programs and courses provided by the Navy Department and the Bureau of Personnel are admittedly excellent but they are not enough to accomplish the full potential of the U.S. Navy in its far-flung worldwide activities. These over-all bureau plans and programs must be augmented as practical by all major field commands if the future commanding officers we are all so vitally interested in are to be the product of one hundred percent utilization of all available and needed executive development.

...and the fact that the ...

The economic job-creation and human level training programs and financial assistance in the Navy Department and the Bureau of Personnel are definitely beneficial and they are not enough to accomplish the full potential of the U.S. Navy in its far-flung worldwide activities. These overall human plans and programs must be expanded as indicated for all other U.S. agencies. It is the human commanding officer to see all so clearly interested in the to be the product of our limited present and future of all available and needed executive development.

CHAPTER 2

HIGHLIGHTS OF PROGRESS TO DATE

Successful industrial companies habitually seek those executives who can understand the problems of the enigmatic engineer, chemist, scientist and controller. In similar manner the most effective naval executives will undoubtedly be those commanding officers who clearly understand the special problems of their Public Works Officer, Supply and Fiscal Officer, Radar Officer, Production Officer or Industrial Relations Officer. He will be one who is a mature business man, who as a naval manager responsible for incalculable sums of public money, manpower and materials, is able to see beyond the mere physical boundaries of his command; and in the public interest, to be able to project the impact of his command actions into the over-all navywide, national defense program. In the modern day, his actions are not unlike those of the various giant commercial concerns in that they may well have political, social and economic aspects.

And in these large comparable commercial concerns, the development of their executives has largely become a staff function in some, and in others, a most extensive program that approaches a college graduate level or school of business administration type of curricula. The colleges and universities themselves have increasingly recognized the fundamental need for executive development; new schools are constantly adding specialized programs to this end and 'management seminars and conferences' aiming at

Statement of William F. Hall

Investigative Committee on the Activities of the Communist Party

Testimony given before the Senate Committee on Government Operations

on May 1, 1950, at the hearing on the activities of the Communist Party

in the United States, held in the Senate Chamber, Washington, D.C.

Mr. Chairman, I am William F. Hall, a resident of New York City.

I am a member of the Communist Party, U.S.A., since 1934.

I am a member of the Communist Party, U.S.A., since 1934.

I am a member of the Communist Party, U.S.A., since 1934.

I am a member of the Communist Party, U.S.A., since 1934.

I am a member of the Communist Party, U.S.A., since 1934.

I am a member of the Communist Party, U.S.A., since 1934.

I am a member of the Communist Party, U.S.A., since 1934.

I am a member of the Communist Party, U.S.A., since 1934.

I am a member of the Communist Party, U.S.A., since 1934.

I am a member of the Communist Party, U.S.A., since 1934.

I am a member of the Communist Party, U.S.A., since 1934.

I am a member of the Communist Party, U.S.A., since 1934.

I am a member of the Communist Party, U.S.A., since 1934.

I am a member of the Communist Party, U.S.A., since 1934.

I am a member of the Communist Party, U.S.A., since 1934.

I am a member of the Communist Party, U.S.A., since 1934.

I am a member of the Communist Party, U.S.A., since 1934.

I am a member of the Communist Party, U.S.A., since 1934.

I am a member of the Communist Party, U.S.A., since 1934.

executive development are becoming commonplace.

The techniques and methods that are being offered are naturally varied and some much better than others, especially when considered in the light of possible adaptation and use in naval training programs for executives in the local commands. However all have been used or tried and are considered sound for at least some types of businesses where they are presently being extensively practiced.

They include utilization of the 'assistant to' device for training of juniors; observation tours of similar commands and activities of sister services, and where available, the facilities of private industry within the same general area. In this regard it is worth noting that such firms often welcome such opportunities to exchange management problems and solutions or ideas, for their real worth as well as for the public relations advantages they seem to see in the process. These same firms frequently become strong Navy boosters after finding this evidence of the Navy's earnest desire to operate as efficiently and as economically as possible through utilizing all of the proven management skills and principles available. These companies are acutely aware of the federal tax burden they bear and the fact that one half or more of it is often for the military department of the government; as a result, they are usually more than glad to indirectly help themselves through promoting the highest type of military management by the exchange of sound practices of business administration.

Still other methods of executive training include classes

Executive decisions are binding on the

The decisions and orders that are being issued are
naturally varied and some much better than others, especially
when considered in the light of available information and the
level training required for execution in the local commands. How-
ever all have been issued or will and are considered sound for a
large number of reasons and there are reasons why

are being issued.

They include utilization of the training for action for
training of personnel; observation of similar commands and
systems of action; and where available, the training
of subjects including which are some general ones. In this regard
it is very difficult to find other reasons such as organization
in training personnel; personnel and maintenance of troops for battle
and so on as well as the other reasons mentioned that some
to be in the present. These are the reasons why some of the
have been after training and evidence of the Army's success
desire to operate as efficiently and as economically as possible
through utilizing all of the known equipment and personnel
available. When necessary and possible some of the troops are
used for the military department of the government as a result
they are being used for the training and maintenance
through training the troops and of other personnel by the
exercise of good practices at various institutions.

Still other methods of executive training include

in management and administration which cover such varied subjects as Human Relations, Principles of Business Administration, Accounting, Management Engineering, Internal Control, Statistical Analysis and Graph Reading or Interpretation, Financial Management and Budgeting, etc.; executive maturation is also obtained through the device of professional interviews with higher executives in various other departments or branches now serving or otherwise available.

Also recommended are classes in command operations, budget control, activity planning, etc. which are something more than mere permission to attend commanding officer weekly conferences of department heads or special emergency meeting of management; there should also be a strong encouragement for off-duty night classes in applicable subjects in civilian schools and colleges where available; and certainly fullest use should be made of Navy libraries, Navy-sponsored or financed courses in the numerous military and civilian schools such as the Harvard Graduate School of Business Administration Annual Management Seminars of ten to twelve weeks, the Harvard, Stanford and Columbia University Graduate two year academic programs in Business Administration, the George Washington University Graduate Comptrollership course of nine months. Subscription and availability to all interested personnel of reputable professional and technical business or trade association journals such as management, comptroller and engineering societies, should be provided for. Meetings, annual seminars, conferences or conventions of these professional groups held locally should be publicized and attendance promoted by key command personnel; opportunity should be provided for attendance

The Commission has also been informed that the Government of the United States has been requested to provide information regarding the activities of the Communist Party in the United States. The Commission has also been informed that the Government of the United States has been requested to provide information regarding the activities of the Communist Party in the United States.

at executive-type meetings held within the command both as participants and as observers only, in order to permit first-hand observation of how management manages; here the developing executive actually sees what the executive or commanding officer or department head does and how he does it. This serves to broaden their understanding of the impact a capable executive exerts in the actual running or decision-making of a responsible command.

The field command can even plan individual gap-sheets and schedules incorporating the above mentioned techniques as necessary for key potential executives based on the individual's own experience and requirements, and using such training aids for executive growth as are available to the local command. This is a vital, personal step that is fundamental to a top-calibre program yet is completely beyond the scope or possibility of a bureau level or Navy Department executive development program.

By then requiring completion of this individually tailored schedule for those having gaps, on whatever time-table is best suited to mutual needs, the individual's military fitness can also be materially judged as respects qualification for next promotion, on the basis of the record of completion of needed executive training. This emphasizes special work assignments to broaden knowledge in the executive areas where the individual officer is now weakest and should be a welcome assistance to those earnest juniors who look forward to earning their chance to relieve the captain or the admiral as the case may be.

[illegible]

CHAPTER 3

GUIDELINES AND OBJECTIVES

Any navy executive development program must have the interest and support of the commanding officer and that of higher command just as all successful programs of this type in private industry have the attention and whole-hearted support of their top management. One cannot merely write an order directing executive growth, assign some responsibilities as collateral duty for some convenient junior officer and then forget the project. Rather, it requires direction and guidance; the need for constantly better, more professionally expert naval executives is too great to let ignore.

We must therefore insure a continuing flow of capable managers and commanders from the only potential available, the junior ranks; it can be done by continually pushing the program and recognizing that a formal, planned program of training for higher command ought to mean that some kind of training is going on every day. Even aboard ship this can be carried on by planning for each day's stand-by section as being available for this grooming for higher command.

A real executive management is almost an absolute essential if we are not to drift aimlessly or naively trust that those who succeed us will somehow mysteriously and inevitably acquire all the highly professional techniques and abilities so necessary for the efficient exercise of command in this man's navy that is rapidly becoming a primarily business operation in

this era of budget and cost consciousness. Perhaps you may feel that you acquired your training without present system of chance development at the field level; however times have changed, to use a trite phrase, and the Navy must ever maintain and enhance the honored position it now enjoys. Comparably large private businesses and our sister services are increasingly recognizing that atomic-age command requires new methods and professional techniques; we must in good faith maintain our foremost position by excelling in this field of endeavor also.

Commanders must never get so far away from their junior officers that they lose sight and touch with their problems; let your juniors and various civilian supervisors have the necessary authority to operate on a de-centralized basis. Don't have a one man show where everything must stop if you or your executive officer are gone. Remember that you perhaps missed out on a wealth of on-the-job opportunities to develop executively because you never served in an enlightened command where the junior officers had the chance for training through de-centralized authority. Use executive reading classes, speakers bureau (civic, naval, Air Force, Army, government, professional sources, etc.) and lectures to destroy ignorance on technical and professional matters among young officers; billet rotation within your command, executive conferences, motivation and personnel relations studies where suitable.

The basic and most accepted method of executive development for navy field use is quite simple; it is a matter of

growing your own management; and this is best accomplished by giving responsible individuals the chance to executive type work.¹ In this the Navy is a longtime leader for they have given attention to the unique opportunity to mature it's executives in the crucible of experience. The Navy has always been a vast laboratory of actual training in leadership and command; each officer customarily has the opportunity (and responsibility!) for performing all manner of on-the-job executive tasks, ever under the eye and advice of a superior officer who has previously set the common goal all in the command must endeavor to attain.

Each officer can thus become top-drawer by working experience under skilled guidance. Let us therefore proceed to a discussion of the detailed goals and objectives in this process of actual working executive growth which is to produce the end product - a broad gauge naval manager and executive.

There must be three major goals:

1. Increasing the individual's on-the-job competence - by this we mean developing his ability to shrewdly recognize problems, evaluate possible solutions and promptly arrive at sound, correct decisions based on facts rather than guesses; to enhance his ability to see the over-all command aspects of every decision.
2. Facilitating Personal Growth - enabling each officer or supervisor to fully utilize all his inherent abilities and to capitalize on any special skills he possesses; in other words, to achieve maximum personal effectiveness.
3. Promote awareness of the Human Relations aspect of all command - helping officers to recognize the obvious but often overlooked fact that the higher one goes, the more dependent upon co-operation of others; training him to sense the vital impact of harmonious relations, even in the military, and to gain skill therein.

¹Studies in Personnel Policy No. 107 - Company Programs of Executive Development, National Industrial Conference Board (New York, 247 Park Ave., 1950)

[illegible]

There are two main points:

1. A broad range of values and objectives.

2. A broad range of values and objectives.

To achieve these objectives we can do much at every command activity in the field; for example, we can make more improved billet descriptions and then provide systematic guidance to develop available personnel to the full billet requirements. We can practice wider utilization of committee's and boards for the purpose of studying varied and specialized command problems, working out solutions and recommendations and providing necessary executive action; this provides the utmost in executive development 'by doing' for the widest possible numbers of junior officers.

We can provide frequent regular group luncheon or coffee - period meetings for selected key officers and supervisors as a gathering place for informal discussion of matters affecting the command and as a means for exchange of wholesome ideas on programs or specific proposals desired by the commanding or executive officer. Such use is far more effective than the present practice of permitting these valuable periods to remain purely recreational or excuses for acey-ducey tournaments or bull-sessions completely devoid of any command benefit, even though held during official working hours.

These periods are also valuable as an effective means of informal communication and 'spreading the word' that is not possible in the highly formal Captain's conference or Department Head's meeting. Fullest encouragement should be given a more active participation in non-political community and civic affairs, active membership in technical and professional societies, social intercourse with at least some non-military members of the

To achieve these objectives we can do much of every

command activity in the field for example, we can have more

trained field executives and then provide systematic training

to develop available personnel in the field executives.

We can practice wider utilization of people's and people for

the purpose of studying varied and specialized command problems.

Expanding our activities and responsibilities and providing necessary

equipment action; this provides the means in executive development

the field; in the field possible means of junior officers.

We can provide financial control group insurance or better -

various methods for selected pay criteria and standards as a

working place for informal discussion of matters affecting the

command and as a means for exchange of knowledge ideas and progress

as specific proposals tested by the command or executive officer.

Such use is the most effective than the present practice of per-

mitting these various factors to remain largely unconnected or

separate for day-to-day operations as well as executive responsibility

based on any common basis, even though such direct official

control exists.

These various are also valuable as an effective means of

informal communication and 'rounding the ends' that is not possible

in the strictly formal command's conference or department head's

meeting. Proper arrangements would be given a more active

participation in non-political community and civic affairs, and

the necessary in technical and professional matters, social

relationships in order to have more responsibility means of the

business community. This not only provides an invigorating atmosphere for observation of similar experience in business and professional life but also has the distinct advantage of promoting better naval public relations among the business community where ignorance of mutual interests often go unheeded.

We must ever alert our rising naval executives to wide reading of the recognized professional magazines and journals as well as in a good, well-selected choice of modern business field text books currently in use in approved college training programs. Avid joining of management groups and societies, frequent participation in management conferences in public affairs of business, zealous pursuit of off-duty courses aiming at improving one's ability to effectively direct and control a large business and to work harmoniously with people - these ought to be encouraged and promoted and facilitated in every way possible by each field command.

Short-sighted executive personnel policies and decisions have no place in any naval command for we are in business for the long term, not the short term. We have a tradition for having reached the right decision at the right time and at the right place; this must not be short-shrifted by assuming that in this period of violent change our naval managers will continue to progress without recognizing need for new, improved ways of planning, organizing and controlling our tremendous command businesses. In our occupation as in few others, there is always the ogre of disaster for those not fully personally qualified; quick and

business community. This not only provides an important avenue for observation of similar experience in business and professional life but also has the distinct advantage of presenting better overall picture relations among the business community with business and national interests often to be observed.

We must ever expect our rising level of sensitivity to the changing of the technical and professional education and training as well as in a good, self-organized circle of modern business life. But being currently in use in various college training programs, this joining of management groups and societies, frequent participation in management conferences in various areas of business, regional present of off-duty courses which are important to the ability to effectively direct and control a large business and to work harmoniously with people - these needs to be encouraged and promoted and facilitated in every way possible by each field community.

Short-range executive personnel policies and decisions have to place in our world economy for the first time for the long term, not the short term. We have a tradition for having changed the vital decision of the first time and at the time of time; that must not be short-sighted by assuming that it is a period of constant change and that constant will continue to progress without recognizing that the new, important ways of thinking, operating and working for the business community are always in our hands. There is always the opportunity for more and this personally, socially, and

and sudden disaster at sea as well as at the helm of a large command or in combat are possibilities, and no amount of planning can fully compensate or anticipate these reefs, whether financial or tactical. Only immediate and correct decisions by the commander responsible can obviate ruin; this thought ought to be sufficiently chastening to motivate the fullest professional development attainable by each officer, utilization of every tool and technique made available to him, not excluding a measure of imagination and good judgment on his own initiative for such executive qualification.

All of us must constantly audit our own thinking; remind ourselves that previous policies and techniques are merely guidelines, not shackles, in the acquisition of high quality personal business administration and management abilities.

and nothing different at all as well as of the fact of a large one
and on in doubt and possibility, and no amount of change
and fully complete or complete, good work, within the limits
of possible. Only immediate and correct decisions by the commission
responsible can overcome this; this must be to be sufficiently
clearing to satisfy the public professional development and
able by each officer, qualified of every tool and technique
and available to all, and including a measure of legislation and
good judgment on its own initiative for such extensive evaluation.
All of us must individually work our own thinking; working
ourselves that previous policies and techniques are partly modified
and modified, in the direction of high quality personal behavior
administration and management skills.

CHAPTER 4

CONCLUSIONS

We in the Navy have yet another advantage not previously cited in Chapter 1; it is the selection process for a naval officer's commission which most usually in the past has provided an individual decidedly of above average ability. Our problem then is to use the opportunities and tools and material we have to best train and qualify him; to provide the stimulating experience of varied assignment, academic and naval management improvement instruction and guidance, career assistance and all the many other techniques mentioned previously in order to facilitate the development we seek. To provide positions of responsibility, and then to test the individual's performance and revise or augment subsequent training as needs dictate; to steer a course by which we may reasonably expect such men rather than merely hope for them by chance; by facilitating in every possible way the further development in business and administrative management those officers we now have - and by furnishing the basic structure that our successors may further expand and refine as future needs indicate.

The difficulties and complexities of naval command, already too evident in guided-missile, push-button, nuclear, jet type warfare of fantastic cost, are only beginning; paralleling this, the public clamor for reduced taxes, appropriations and military expenditures indicate extremely well the obvious demand that our naval executives be nothing short of the highest calibre basic stock,

intensively trained in the most sound concepts of management that are professionally available. In final analysis the best justification for the executive development ideals offered herein is one that can be supplied by naval officer readers of this paper, particularly if they have ever or are now occupying an executive position of importance at any senior level. It is simply his own conviction as to the adequacy of his training for his present job - if he feels that in coming up the promotional and rank ladder, with the ever increasing serious responsibilities, that he invariably acquired all the necessary and proper professional skills needed to perform the best possible present assignment, then no executive development opportunities probably exist in the U.S. Navy or in its field activities.

However, if he feels that he could have had more individual executive preparation and training and guidance, that he could have done a better job in many previous billets with some of the skill and knowledge he unfortunately acquired too late or by chance instead of by design, then to this extent there is need for development of our future executives; to this degree there is need for better preparing them for the critical and exacting days ahead.

Neither the author nor the Navy Department itself can provide the complete and final detailed program needed by any specific command or suitable for all commands and all individuals. Therefore it has been the intention of this paper to furnish only earmarks of any good, orderly program, together with the elements that others (including private industry) have successfully used

and that should be considered. Each command must design it's own program fitted to it's own unique needs; and then, it must vigorously and continually prosecute the plan, revise it as needs and results indicate, and always be alert to improved methods and techniques available from whatever source, civilian or naval.

It has been often said that 'trees begin to die at the top'; in the same analogy, it may be truthfully stated that the executive development at any field activity will succeed or fail in direct proportion to the support for it evidenced by the activity commander and the skipper; his active interest can make it a moving force; his apathy or mere indulgence of it will surely doom even the most virile program.

[illegible]

BIBLIOGRAPHY

Studies in Personnel Policy No. 107 - Company Programs
of Executive Development, National Industrial
Conference Board (New York, 247 Park Ave., 1950)

The Growth and Development of Executives (Cambridge:
Harvard Business School Division of Research, 1951)

Practical Approaches to Supervisory and Executive
Development, American Management Series No. 145,
American Management Association (New York, 332 West
42nd st.)

